

Innochat

How can we learn from other organizations?

Times shown in: [Eastern Daylight Time](#) and [Coordinated Universal Time](#)

Between **2017 Mar 16 11:45** and **2017 Mar 16 13:15**
8 people sent 113 messages containing #innochat

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12:00:04 16:00:04	John W Lewis @JohnWLewis		Welcome to #innochat! This week's topic is "How can we learn from other organizations?" It's framed here: https://t.co/U6xXzVA67z
12:01:55 16:01:55	John W Lewis @JohnWLewis		Please say hello on #innochat as you arrive and let us know a little about you.
12:02:49 16:02:49	John W Lewis @JohnWLewis		@dan_ness Hello Dan. Would you like to join us for #innochat, starting now?
12:03:28 16:03:28	John W Lewis @JohnWLewis		@jessicamkinsey Hi Jessica. Are you #innochat-ting today?
12:03:31 16:03:31	Jim Katzaman @JKatzaman		Joining #innochat from Maryland to talk about how we can learn from other organizations.
12:04:22 16:04:22	John W Lewis @JohnWLewis		@JKatzaman Hello Jim. Great to see you. How's the freezing rain situation? #innochat
12:06:51 16:06:51	John W Lewis @JohnWLewis		The article that inspired today's #innochat topic was published about 18 months ago, however I'm not sure much has changed in that time.
12:07:01 16:07:01	Dan Ness @dan_ness		@JohnWLewis Hi John, thank you. Yes, happy to join #innochat today, if only briefly (deadlines...)
12:07:42 16:07:42	John W Lewis @JohnWLewis		@dan_ness Hi Dan. Great! Was it Duke Ellington who said: "I don't need time, I need a deadline!" ? #innochat
12:08:00 16:08:00	John W Lewis @JohnWLewis		Q1 How effectively can organizations emulate other, more effective, organisations? #innochat
12:08:39 16:08:39	Dan Ness @dan_ness		Joining #innochat from San Diego, CA. I'm a long-time researcher on consumer demand for tech products and services.
12:08:56 16:08:56	John W Lewis @JohnWLewis		We're off and running. For direct answers to Q1, please begin with A1. For Q2, A2, etc. #innochat
12:10:09 16:10:09	John W Lewis @JohnWLewis		@dan_ness Thanks, Dan. We often discuss topics that are likely to interest you. #innochat
12:11:00 16:11:00	Dan Ness @dan_ness		Q1 A widely shared cartoon in tech circles-Dilbert's pointy-haired boss demanding "a new corporate culture by Monday!" #innochat
12:11:07 16:11:07	John W Lewis @JohnWLewis		@Carol_Stephen Hi Carol. Great to see you, yet again, for yet another innovation topic...! #innochat
12:12:07 16:12:07	John W Lewis @JohnWLewis		Yup, it doesn't quite work like that, does it, @dan_ness?! #innochat https://t.co/PB9LgvVMvU
12:12:51 16:12:51	Dan Ness @dan_ness		A1 Strategy and culture are very different from tactics and steps, so are harder to emulate over time #innochat

12:13:36 16:13:36	Dan Ness @dan_ness		RT @JohnWLewis: Welcome to #innochat! This week's topic is "How can we learn from other organizations?" It's framed here: https://t.co/U6xX...
12:13:51 16:13:51	John W Lewis @JohnWLewis		Yes, Carol, that's generally true. I think both size and age of the org are important. But which is more important?... https://t.co/TV7DMvLOYR
12:13:56 16:13:56	Jessica @jessicamkinsey		@JohnWLewis Popping in to #innochat in between other things. I've missed it, it's been too long!
12:14:45 16:14:45	John W Lewis @JohnWLewis		@Carol_Stephen It's fine here and has been quite spring-like, unlike on your side, we hear. #innochat
12:15:02 16:15:02	Jessica @jessicamkinsey		A1 - Is it cheating if I read the article and say the org has to change its way of thinking first? #innochat
12:15:07 16:15:07	John W Lewis @JohnWLewis		@dan_ness Why is that, do you think?#innochat
12:15:48 16:15:48	John W Lewis @JohnWLewis		@jessicamkinsey Great to see you again, for as long as you can stay! We're still on Q1. #innochat
12:16:06 16:16:06	Jessica @jessicamkinsey		Jessica from Tulsa, OK popping in and out. Excited to catch up, if only briefly, with the #innocats #innochat
12:16:48 16:16:48	John W Lewis @JohnWLewis		@jessicamkinsey In an ideal world, we'd all have read the article! Except our framing poster can be quite tardy! ;-) #innochat
12:16:50 16:16:50	Judy Gombita @jgombita		@mikelovestweets was teasing @JohnWLewis because of THIS exchange during last week's #innochat https://t.co/XJwjyTcNm
12:17:12 16:17:12	Jim Katzaman @JKatzaman		@JohnWLewis The rain stopped, sun is out -- and still below freezing. Last evening the ice finally slid off my car in big chunks.#innochat
12:17:43 16:17:43	Dan Ness @dan_ness		@JohnWLewis A1 With strategy and culture, many people make thousands of decisions consistent over the long-term. #innochat
12:18:01 16:18:01	John W Lewis @JohnWLewis		Q2 Why does the adoption of approaches used by other organizations seem to be "a long, long road"? #innochat
12:18:37 16:18:37	John W Lewis @JohnWLewis		@jgombita As long as it's only teasing, that's fine! @mikelovestweets #innochat
12:18:38 16:18:38	Javier Sanabria @SanabriaJav		A1: I think it's a matter of adopting productive elements that fit your organizational culture at a granular/departmental level. #innochat
12:19:09 16:19:09	Jim Katzaman @JKatzaman		A1 One organization can more effectively emulate another if their contexts are roughly similar. Otherwise, square peg, round hole. #innochat
12:19:27 16:19:27	John W Lewis @JohnWLewis		Culture is very important. However, I don't think it's nearly as easy to change as some people seem to think... https://t.co/4VtaNwIWVg
12:19:57 16:19:57	Dan Ness @dan_ness		@JohnWLewis A2 Organizations are composed of people, each of whom have habits and world views. These change slowly #innochat
12:21:16 16:21:16	Jessica @jessicamkinsey		A2 People. #innochat
12:21:30 16:21:30	Javier Sanabria @SanabriaJav		@JohnWLewis No, it's not. Even within one organization there are different cultures (e.g., way of doing things) among departments. #innochat
12:22:02 16:22:02	Dan Ness @dan_ness		@SanabriaJav A1 Yes, this may be why intrapreneurs can bring about change within stodgy large orgs #innochat
12:22:28 16:22:28	John W Lewis @JohnWLewis		@SanabriaJav Hello Javier. Welcome to #innochat!
12:22:44 16:22:44	Michaël Saunby @msaunby		@JohnWLewis @Carol_Stephen which implies that neither money nor dedicated staff are required to achieve change #innochat
12:22:55 16:22:55	Jessica @jessicamkinsey		@Carol_Stephen Right?! #innochat

12:24:38 16:24:38	John W Lewis @JohnWLewis		@msaunby Hi Michael! Ah, that's an interesting conclusion. Can you elaborate? @Carol_Stephen #innochat
12:24:51 16:24:51	Michaël Saunby @msaunby		@Carol_Stephen @JohnWLewis read recently that culture isn't what org says it is, it's the perception of who is rewarded #innochat
12:25:33 16:25:33	Javier Sanabria @SanabriaJav		@JohnWLewis thanks #innochat
12:25:49 16:25:49	Michaël Saunby @msaunby		@jessicamkinsey @JohnWLewis @Carol_Stephen mindset can too often be little more than fear #innochat
12:26:22 16:26:22	Jim Katzaman @JKatzaman		A2 Adoption roads seem long as those used to the status quo dig in to their natural resistance to change. #innochat
12:26:37 16:26:37	Dan Ness @dan_ness		@msaunby @Carol_Stephen @JohnWLewis that's a great summation - and the types of perceived rewards vary yet guide behavior #innochat
12:26:44 16:26:44	John W Lewis @JohnWLewis		@Carol_Stephen @msaunby One of the best descriptions I've heard of culture is: what we celebrate, what we frown upon, and when. #innochat
12:27:11 16:27:11	Michaël Saunby @msaunby		@Carol_Stephen unfortunately when bullies are present the answer will be bullying #innochat
12:27:53 16:27:53	Dan Ness @dan_ness		@JKatzaman A2 And, isn't resistance to change the quality of some organization's culture, while others are more open? #innochat
12:27:56 16:27:56	John W Lewis @JohnWLewis		A2 @JKatzaman Yes, I think the road is long, because people cannot see the route! #innochat
12:28:00 16:28:00	John W Lewis @JohnWLewis		Q3 What happens when we copy another organizations tactics, without understanding their strategy? #innochat
12:28:10 16:28:10	Javier Sanabria @SanabriaJav		Yes, change can be difficult from one generation to the next. Some folks talk about innovation & resist it at the s... https://t.co/IzNoDguoUI
12:29:22 16:29:22	John W Lewis @JohnWLewis		Also, even when cultural changes appear to have been made, when under stress people revert to their original behavi... https://t.co/iYEnW9oxPF
12:30:26 16:30:26	Michaël Saunby @msaunby		@jessicamkinsey @JohnWLewis @Carol_Stephen it can be hard for orgs to reward this behaviour, most favour rewarding success #innochat
12:30:32 16:30:32	John W Lewis @JohnWLewis		A3 imho, The strategy is key, and it is almost impossible to "see" another organization's strategy. #innochat
12:31:06 16:31:06	John W Lewis @JohnWLewis		@kimflum Hello Kim! Great to see you again! How's life? #innochat
12:31:11 16:31:11	Dan Ness @dan_ness		@JohnWLewis A3 Aping other's tactics works about as well as chimpanzees watching poets at a keyboard #innochat
12:31:28 16:31:28	Jim Katzaman @JKatzaman		A3 Using tactics without knowing strategy is truly driving without a map or having a destination in mind. Sunday in the country. #innochat
12:31:58 16:31:58	Michaël Saunby @msaunby		@Carol_Stephen the loud and the luck are celebrated everywhere. Insight and vision less so. #innochat
12:32:03 16:32:03	Dan Ness @dan_ness		@msaunby @jessicamkinsey @JohnWLewis @Carol_Stephen seems to me other orgs may not know which behavio(u)r to reward #innochat
12:32:14 16:32:14	John W Lewis @JohnWLewis		@msaunby I broadly agree, and it's not only about rewards, but also the business model used. @jessicamkinsey @Carol_Stephen #innochat
12:33:07 16:33:07	Javier Sanabria @SanabriaJav		A3: In order to effectively reverse engineer a concept, an organization needs to learn the details of design & operation. #Innochat
12:33:31 16:33:31	John W Lewis @JohnWLewis		@dan_ness Yes, much easier to copy visible behaviour than perceive underlying motivation. @msaunby @jessicamkinsey @Carol_Stephen #innochat
12:33:45 16:33:45	Jim Katzaman @JKatzaman		@Carol_Stephen You understand that stuff. All I know is, unless I bring you up special, you're invisible in my #innochat time line.

12:33:50 16:33:50	Javier Sanabria @SanabriaJav	 A3b: They have to get as granular as possible to assess what fits and what doesn't. #Innochat
12:35:59 16:35:59	John W Lewis @JohnWLewis	 @jessicamkinsey @msaunby @Carol_Stephen imho the only way is to understand how the process actually happens and apply it! #innachat
12:36:16 16:36:16	Javier Sanabria @SanabriaJav	 @JohnWLewis yea, but you can still see its strategy based on the fruits of an organizations' plans & approach. #Innochat
12:37:11 16:37:11	John W Lewis @JohnWLewis	 @SanabriaJav That is interesting and not how I actually think of it! ;-) #innachat
12:38:00 16:38:00	John W Lewis @JohnWLewis	 Q4 How realistic is it to "beam ourselves" to better leadership? #innachat
12:38:07 16:38:07	John W Lewis @JohnWLewis	 @kimflum that's very good to hear, Kim. I'm doing OK. We're glad to see you, whenever you can make it. #innachat
12:39:28 16:39:28	John W Lewis @JohnWLewis	 One of the most startling (even, unbelievable?) things in the article referenced is the idea of simply "beaming" ac... https://t.co/s6XU3AloOD
12:40:08 16:40:08	Judy Gombita @jgombita	 @JohnWLewis "Beam me up, Scotty!" #innachat
12:40:22 16:40:22	Michaël Saunby @msaunby	 @jessicamkinsey @JohnWLewis @Carol_Stephen promoting staff at random is reckoned to be effective #Innochat
12:40:50 16:40:50	John W Lewis @JohnWLewis	 A4 Clearly, innovative changes (including in thinking) are steps/flips/jumps, but we might need a run up! #innachat
12:41:10 16:41:10	Jim Katzaman @JKatzaman	 A4 Those who talk about "beaming" across leadership should put down the remote and back slowly away from the Star Trek reruns. #innachat
12:41:12 16:41:12	Dan Ness @dan_ness	 @JohnWLewis the article lost me a little there - with the beaming coming just before the land of milk and honey. #innachat
12:41:31 16:41:31	Michaël Saunby @msaunby	 @jessicamkinsey @JohnWLewis @Carol_Stephen then effort can be properly focused on fixing or removing poor performers #Innochat
12:41:47 16:41:47	John W Lewis @JohnWLewis	 @jessicamkinsey The article's concept is that we can switch from Theory X to Theory Y thinking by some magical process! #innachat
12:44:48 16:44:48	John W Lewis @JohnWLewis	 @jessicamkinsey Haha! I like that. Magic is great, but difficult to conjure up at will or to repeat! ;-) #innachat
12:45:30 16:45:30	John W Lewis @JohnWLewis	 @msaunby It might NOT require promotion. In orgs where rank and role are separated, people can change more fluidly... https://t.co/XwtvrMb5Gq
12:47:10 16:47:10	Javier Sanabria @SanabriaJav	 A4: I don't know what that means. #Innochat https://t.co/9cEUYnHzPp
12:47:54 16:47:54	John W Lewis @JohnWLewis	 A4 Different types of thinking (analysis vs. synthesis) have been discussed in many forms. But switching an organization is hard. #innachat
12:48:01 16:48:01	John W Lewis @JohnWLewis	 Q5 What else else is required other than a change in thinking? #innachat
12:48:03 16:48:03	John W Lewis @JohnWLewis	 RT @SanabriaJav: A4: I don't know what that means. #Innochat https://t.co/9cEUYnHzPp
12:49:03 16:49:03	John W Lewis @JohnWLewis	 @SanabriaJav Sorry, Javier. It was a bit unfair to expect everyone to have read the article, especially at short notice. #innachat
12:49:16 16:49:16	Michaël Saunby @msaunby	 @jessicamkinsey @JohnWLewis @Carol_Stephen because it's almost impossible to determine how a person will perform in a new role #Innochat
12:49:58 16:49:58	Dan Ness @dan_ness	 @JohnWLewis A4 is the "beaming leadership" magic anything like this Harris cartoon? #innachat https://t.co/vxMPFQnmAt
12:50:02 16:50:02	John W Lewis @JohnWLewis	 I'm not normally a fan of GIFs on Twitter, but this one is very appropriate! #innachat https://t.co/mtiKXwoAmT

12:50:08 16:50:08	Jim Katzaman @JKatzaman	 A5 Having an open mind and flexibility are part of change in thinking. Besides that, you need resources available to make changes. #innochat
12:50:27 16:50:27	Michael Saunby @msaunby	 @jessicamkinsey @JohnWLewis @Carol_Stephen and lot of promotion complies with assumed entitlement, eg seniority #innochat
12:50:46 16:50:46	Jessica @jessicamkinsey	 A5 Commitment from people to have an open mind & put in effort so the thinking can change. #innochat
12:50:47 16:50:47	John W Lewis @JohnWLewis	 Yes, that's it! ;-) #innochat https://t.co/KeJ65SjnGD
12:51:59 16:51:59	John W Lewis @JohnWLewis	 @kimflum Definitely. Intention generates "pull". If you don't know where you are going, any road leads there! @jessicamkinsey #innochat
12:52:19 16:52:19	Michael Saunby @msaunby	 @JohnWLewis true expecting more pay for more "difficult" work makes little sense in an age of robots #innochat
12:52:22 16:52:22	Jessica @jessicamkinsey	 @JKatzaman Agree, but resources can mean lots of things. Too many people think they can throw money at problems. #innochat
12:52:28 16:52:28	Javier Sanabria @SanabriaJav	 @jessicamkinsey true, that commitment has to start from the top down. #Innochat
12:53:00 16:53:00	Jessica @jessicamkinsey	 @JohnWLewis @kimflum Gotta know the destination before you can map the route! #innochat
12:54:00 16:54:00	John W Lewis @JohnWLewis	 @msaunby Well, in some organizations referred to in the article (esp. W L Gore) remuneration is determined in very different ways! #innochat
12:54:07 16:54:07	Javier Sanabria @SanabriaJav	 @JohnWLewis no problem. Thanks for the homework assignment. 💡💡 #Innochat
12:54:21 16:54:21	Jim Katzaman @JKatzaman	 @jessicamkinsey If you don't know the nature of a problem, you can certainly treat its symptoms rather than the disease. #innochat
12:56:06 16:56:06	John W Lewis @JohnWLewis	 A5 In my view, the weakest area in most organizations is its strategy and communication of it. So that is what is most needed. #innochat
12:56:52 16:56:52	Paul Hobcraft @Paul4innovating	 Thks 4 RT @MMeisterjahn #innovation #innochat #bmgen https://t.co/X6UcKVPh7B
12:58:01 16:58:01	John W Lewis @JohnWLewis	 Well done and thank you to you inspiring innocats, for taking part in #innochat
12:58:18 16:58:18	Judy Gombita @jgombita	 "Communication" of it by who? And by what means. Info that is "pushed" at staff is less well-received than convos a... https://t.co/pk1TBZ5kso
12:58:54 16:58:54	John W Lewis @JohnWLewis	 @jessicamkinsey They go hand in hand, I think. #innochat
12:59:52 16:59:52	John W Lewis @JohnWLewis	 @jgombita I agree. Not everyone can be involved in final formulation of the strategy, but everyone can share and discuss it. #innochat
13:00:28 17:00:28	John W Lewis @JohnWLewis	 @Carol_Stephen Thank you for sharing the results of their work today! #innochat
13:01:17 17:01:17	John W Lewis @JohnWLewis	 @dan_ess Thank you for taking part, Dan. #innochat
13:01:31 17:01:31	Judy Gombita @jgombita	 @JohnWLewis communication not a free-for-all; should be formal #internalcomms and CEO communication in place. But pull, don't push #innochat
13:03:56 17:03:56	John W Lewis @JohnWLewis	 @jgombita You understand this much better than I. But presumably it involves a combination of formal and informal communication. #innochat
13:08:36 17:08:36	Judy Gombita @jgombita	 @JohnWLewis in organisations where culture & values are understood, #internalcomms involves staff UNDERSTANDING of strategy+goals #innochat
13:13:41 17:13:41	John W Lewis @JohnWLewis	 @jgombita Yes. And, presumably, communication in the context of the culture differs from communication of changes in the culture. #innochat